

Fellowship in Hospital Administration

Yale-New Haven Hospital is a voluntary, not-for-profit, teaching hospital that maintains a primary affiliation with the Yale School of Medicine. Founded as Connecticut's first and the nation's fifth hospital in 1826, the institution is committed to patient care, community service, teaching and research.

Consistently recognized as one of the leading tertiary hospitals in the United States, Yale-New Haven Hospital boasts a number of medical firsts, including the first successful clinical use of penicillin in the United States (1942), the first artificial heart pump (1949), the first fetal heart monitor (1947), the first newborn intensive care unit (1960), the first insulin infusion pump for diabetes (1979), the world's first cardiovascular center (1985), Connecticut's first comprehensive children's hospital (1993) and the first patient discharged with a LVAD heart pump (1998).



YALE-NEW HAVEN
HOSPITAL



Organizational Structure

Yale-New Haven Hospital has 944 licensed beds and includes the Yale-New Haven Children's Hospital and the Yale-New Haven Psychiatric Hospital. In addition, Yale-New Haven Hospital is currently building the Smilow Cancer Hospital, scheduled to open in late 2009. For more information, please visit our Web site at www.ynhh.org.



Yale-New Haven's 14-story, 497,000 square-foot Smilow Cancer Hospital, scheduled to open in late 2009, will be the most comprehensive cancer care facility between Boston and New York City, offering patients state-of-the-art care and treatment.

Yale-New Haven Hospital is part of the Yale New Haven Health System, the largest and most comprehensive integrated health care delivery and financing system in Connecticut. The Yale New Haven Health System is comprised of three major hospitals: Yale-New Haven, Bridgeport and Greenwich. In total, these three member hospitals have 1,529 inpatient beds. The Yale New Haven Health System also maintains managed care and supply service relationships with The Westerly Hospital in Rhode Island. The System's service area covers the lower portion of Connecticut, from the New York border to the Rhode Island border and beyond. For more information about the Yale New Haven Health System, please go to www.yaleneewhavenhealth.org.

Fellowship Information and Objectives

The administrative fellowship at Yale-New Haven Hospital was established over forty years ago. It provides an opportunity for administrative Fellows to work directly with members of the senior leadership team to achieve operational objectives and prepare for leadership positions not only in academic medical centers, but also the full range of health systems delivery providers. The intent of the fellowship is to provide Fellows with a broad-based operational experience. The administrative Fellow is a contributing member of the administrative team and reports to the Executive Vice President/Chief Operating Officer of Yale-New Haven Hospital. The Fellow also receives hands-on mentoring support through the Department of Operations Support, an internal operations consulting division directly supporting the Office of the President, as well as access and exposure to all members of the Senior Management team.

The one-year fellowship program is tailored to the specific needs and interests of the administrative Fellow and project assignments are made based on initiatives underway during the administrative Fellow's tenure at the hospital. Key areas of focus typically include:

- Operational effectiveness
- Service excellence
- Performance improvement
- Regulatory readiness
- Business plans
- Operating budget
- Ambulatory services
- Human Resources

To maximize the learning experience, administrative Fellows are expected to attend various management meetings as well as participate in or manage several projects at any given time. Projects in which past administrative Fellows have been involved include:

Patient Throughput – Timely Discharge. Collaboration with Patient Services and other Hospital divisional leadership in identifying and removing barriers to achieving timely patient discharges, improving efficiency and patient satisfaction.

Organizational Readiness. Identification and resolution of chronic and/or high-exposure environment of care issues. Several projects, which include definition of problem and root causes, collaboration with management and staff resources to improve process and/or policies, implementation, and monitoring to ensure results.

Workforce Planning Project Management. Collaboration with Human Resources leadership on initiative aimed at identifying future workforce staffing needs in nursing and allied health professions and developing strategies to provide appropriate levels of staffing.

Departmental Structure Review. Development of new departmental organizational structure to address deficiencies and improve patient and employee satisfaction.

Dashboard and Metrics. Development of a comprehensive system of management dashboards, including an executive scorecard, HR dashboard, and unit-level dashboards to support hospital objectives. Responsibilities include direct support of senior leadership sponsors and collaboration with management resources across several departments.

Application Process

The twelve-month administrative fellowship begins in July 2009. To apply, the following information must be submitted before October 31, 2008:

- Current resume
- Three letters of recommendation, including one from a faculty member of your graduate program
- Official graduate transcript
- Sample of writing and analytical work (from school or prior work experience)
- Narrative statement that addresses:
 - o How your interest in health care management developed
 - o Your career objectives
 - o Your goal in seeking an administrative fellowship

As applications are received, candidates will be contacted for brief phone interviews. Candidates selected for onsite interviews in New Haven will be reimbursed for all travel expenses. The selection process will be completed by December.

Please submit applications to:

Administrative Fellowship
Richard D'Aquila
Executive Vice-President and Chief Operating Officer
Yale-New Haven Hospital
20 York Street
New Haven, CT 06504

Required Qualifications

- Master's degree in health services administration, business administration or a closely related field.
- Relevant work experience (summer or previous employment) preferred.
- Essential competencies include ability to function as part of a team, strong writing and analytical skills as well as interpersonal skills.



History of Past Fellows

Positions currently held by past administrative Fellows include:

- President and CEO, Yale-New Haven Hospital and Yale New Haven Health System
- Executive Vice President and COO, Yale-New Haven Hospital
- Executive Vice President, Yale New Haven Health System
- Vice President Administration, Yale-New Haven Hospital
- Director of Planning and System Development, Yale-New Haven Hospital and Yale New Haven Health System
- Director of Physician Services, Yale-New Haven Hospital
- Associate Director, Clinical Operations, Yale-New Haven Hospital
- Associate, Health System Development, Yale New Haven Health System
- Manager of Operations, Ambulatory Services Division, Yale-New Haven Hospital
- Manager of Operations, Hospitalist Service, Yale-New Haven Hospital
- Business Manager, Emergency Department, Yale-New Haven Hospital
- Operations Support Leader, Yale-New Haven Hospital

Graduate Programs Represented

- Cornell University
- Northwestern University, Kellogg School of Management
- Ohio State University
- University of Michigan
- University of Pennsylvania, The Wharton School
- Yale University

For information about the administrative fellowship experience, please feel free to contact Marie-Helene Gratton at: marie-helene.gratton@ynhh.org.

A Look at New Haven & Connecticut

Located between Boston and New York City, New Haven offers visitors and residents highlights such as Yale University and all its accompanying resources, including the Yale University Art Gallery, Yale Center for British Art, Yale Peabody Museum of Natural History, Beinecke Rare Book & Manuscript Library and the Yale Repertory Theater to name a few. For more information on Yale University, please visit www.yale.edu.

In addition to Yale University, New Haven also offers a variety of restaurants, festivals, sporting events and other cultural activities. More information about the area can be found on the Greater New Haven Web site (www.visitnewhaven.com) and the City of New Haven Web site (www.cityofnewhaven.com).

Nearby airports include Tweed New Haven Regional, Bradley International near Hartford, JFK International and LaGuardia airports. Various sightseeing areas within an hour's drive of New Haven include Mystic Seaport, the Connecticut State Capitol and the Mark Twain House. New York City is approximately 90 minutes away and is easily accessible via Metro North or Amtrak; Boston is approximately two hours away and easily accessible via Amtrak.



More than 700 Yale-New Haven Hospital employees participated in the 2008 Greater New Haven Heart Walk.